

Programme Director Report for CEO Public Board Report – STHFT

Sheffield Accountable Care Partnership

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1. Purpose	
1.1 To provide headlines from the progress of the Accountable Care Programme	
1.2 To provide an overview of ACP Programme Activities	
2. Introduction / Background	
2.1 A short written overview of the Programme activities is provided by the Programme Director for the purpose of the CEO Public Board Report.	
2.2 This is the report for the April 2018 Public Board.	
3. Is your report for Approval / Consideration / Noting	
For note	
4. Recommendations / Action Required by Accountable Care Partnership	
N/A	
5. Other Headings	
N/A	
Are there any Resource Implications (including Financial, Staffing etc)?	
N/A	

Paper prepared by: Rebecca Joyce, Programme Director, ACP

On behalf of: Kevan Taylor (Chair of EDG) and Sir Andrew Cash, CEO, STHFT

Date: 5 April 2018

Update on the Work of the Accountable Care Partnership Programme Director Report – March 2018

Work of the Executive Delivery Group

Vision and Programme Delivery

- i. A number of **themes for focus** are emerging from the Programme Director's system induction across the city and were presented to the ACP Board on 29 March 2017 to help shape the strategic direction of the ACP. The Board accepted the themes and these will be shared more widely through April.
- ii. **Discussions** are underway with the ACP Programme Director and each partner organisation on system observations that link particularly to each organisation.
- iii. The key next step will be to develop a **short vision paper and accompanying work programme for the ACP Board** rooted in the context of the Health and Wellbeing mission (currently being refreshed) and the Shaping Sheffield Plan. The Executive Delivery Group will hold an initial discussion on this paper with a refined version to come to the next ACP Board. The paper will summarise what we are trying to achieve through the ACP, the core themes for focus and the transformation and the systemic cultural development approach that is required. A principle of co-design and shared ownership will characterise the way this paper is developed.
- iv. The Executive Delivery Group will be undertaking a more **detailed cycle of programme reviews** of each programme, commencing with the Communities, Prevention and Social Value work stream on 16 April 2018. Preparatory discussions regarding next steps for this programme took place on 23 March 2018 with ACP, CCG and SCC colleagues.
- v. The **Primary Care work stream** has now commenced with a second meeting in March and three main objectives identified:
 - Developing General Practice within wider primary care;
 - Developing how Primary Care engages with each ACP work stream;
 - Developing Neighbourhoods as integrated, multi-organisational teams with on-the-ground clinical leadership.
- vi. The Programme Director is undertaking further exploration with each of the **6 work streams** to understand how the central ACP Programme Office can support, challenge and help develop each work stream. The work streams remain at various points of delivery and a more formal and consistent reporting structure will shortly be developed.

Finance and Governance

- vii. Julia Newton (Director of Finance, SCCG) provided an updated picture to the Executive Delivery Group on 26 February 2018 on behalf of the Sheffield Executive Finance Directors summarising the **collective system financial picture** which aimed to provide:
 - The financial outlook for the system for 2018/19, including the size of the challenge in light of the information we have from the national picture and local work;
 - A headline analysis of the total system spend;
 - Contractual/financial levers or options for doing things differently that might enable transformation
- viii. **Draft terms of reference** have been developed for a short term analytical piece of work to complement the collective financial system picture developed. This aims to:

- Align current financial spend with population need to demonstrate our current baseline across the ACP
- Develop an analytical picture to help inform how the future resource profile should look to better align resources with need and to shift the system to a more preventative focus

On 29 March, it was agreed further work is required to understand the approach of other health and care economies before commencing this work.

- ix. A range of **capital bids** were discussed at the Executive Delivery Group on 26 February, with six priorities agreed and put forward to the Integrated Care System planning process, in response to the request from the Integrated Care System Team.
- x. Following the decision of the ACP Board on 31 January 2018 a full **governance review** has been completed with input from all partner organisations. Using this review, the ACP Board took a number of decisions on 29 March to improve current arrangements. New arrangements will take effect from the start of the financial year. A paper summarising the outcomes will be shared in April with all partner organisations, to proceed through internal member governance channels.
- xi. The **CQC local system review** of integrated working for Sheffield has taken place. The final report will be published after the local elections in May. A summit is planned for 7 June to discuss the report more fully. The feedback will provide a valuable external perspective to further help develop our integration work across the system.

Priorities and Next Steps for the Executive Delivery Group

- xii. Further **priority actions** for the Programme Director and the Executive Delivery Group will be:
 - Developing a **resource proposal** for the central ACP team, alongside reflecting any outstanding work stream needs.
 - With CEO Sponsors and key stakeholders, developing the vision and aims of each of the system **enabling work streams** (i.e. finance, workforce, digital) and driving this work forward.
 - Developing a **communication and engagement plan** for the ACP with Communication Leads.
 - Identifying resource from across the system to develop the **ACP dashboard** in line with identified priorities and the overall vision of the ACP.
 - Strengthening and **clarifying governance and reporting arrangements** for the work streams, Executive Delivery Group in the context of agreements on the ACP Board.
 - Developing the **central ACP PMO arrangements** and ensuring links into organisational, governance and PMO structures.
 - Developing **networks** with the South Yorkshire ICS, Place Programme Directors (across SY&B initially) and the national team.

Continuing to develop and foster **relationships** across the system to aid and facilitate learning and more integrated working will continue to be an underpinning foundation of the ACP.

Conclusions and Recommendations

The STHFT Public Board is asked to note the above report.

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On behalf of: Kevan Taylor, CEO Chair of the Executive Delivery Group and Sir Andrew Cash, CEO, STHFT
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